



<b>Charter School Renewal Recommendation</b>	
Charter School	<b>The Alliance School of Milwaukee</b>
Date of Site Visit	<b>Tuesday, November 9, 2021</b>

The renewal recommendation is based on a thorough review and analysis of information and data from the following:

- Charter School Performance Summary
- Application for Renewal
- School Site Visit

<b>Charter School Performance Summary</b>		
Rating:	Met the Standard	Did Not Meet the Standard
<b>Educational Performance</b>		<b>X</b>
<b>Financial Performance</b>	<b>X</b>	
<b>Organizational Performance</b>	<b>X</b>	
<b>Summary Comments:</b>		
<p><b>Academic Performance:</b>            Over the term of its contract, Alliance has not met its Educational Performance measures. Alliance had made gains in ELA, Science and Social Studies during the 2018-2019 school year. Since 2019, Alliance has made adjustments related to climate and culture to align further with its mission and vision, and to provide students and staff with a safe, positive, and productive learning environment. Alliance has implemented solid practices to support the social emotional learning needs of the student population. Alliance is focused to ensure that the instructional practices that are being utilized will help to make the academic gains that are needed.</p> <p><b>Financial Performance:</b>            Alliance has been compliant with its financial audits throughout its contract term. The findings indicated that there were small deficits the first years of its contract. For the 2020-21 school year, Alliance did not have a budget deficit. There have been a few material findings over the term of its contract in which the school has addressed. Alliance continues to follow the systems and procedures that are in place in order to meet the financial performance requirements.</p> <p><b>Organizational Performance:</b>            There was a change in leadership in 2019 in which improvements have been made around climate and culture. These improvements include a decrease in suspensions and the overall climate within the building. Alliance has experienced changes over the past few years to balance positive social emotional culture and academics throughout the building.</p> <p>Alliance continues to work towards compliance with the health and safety of its students to ensure that inoculation requirements are met. Alliance has developed a plan to retain highly qualified teachers that service the students. Although there has been a decline in overall enrollment, Alliance would like to maintain an enrollment of 190 students to meet the needs of its students and provide a small school option that is true to its mission and vision.</p>		

Alliance embraces parents by providing multiple opportunities for becoming involved. Parents are invited to participate in restorative practice circles, community events throughout the year, parent teacher conferences, open house and other activities. Alliance partners with The Black Health Coalition of Wisconsin, Pathfinders of Milwaukee, The Milwaukee LGBTQIA+ Community Center and Project Q, The International Peace Studies Program, and Diverse and Resilient to support the various needs of students in the school community.

## Application for Renewal

Met the Standard	Did Not Meet the Standard
<p>The Application for Renewal provides <i>clear, concise and compelling information</i> in the areas of Academic, Financial and Organizational Performance. The school has:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Included ample evidence of increased student achievement or shown continuous improvement;</li> <li><input checked="" type="checkbox"/> Provided credible examples and documented evidence of its financial performance; and</li> <li><input checked="" type="checkbox"/> Illustrated sufficiently and convincingly that it is organizationally sound.</li> <li><input checked="" type="checkbox"/> The school's plans for continued success are clearly and effectively outlined with full details, descriptions, and explanations.</li> </ul>	<p>The Application for Renewal <i>does not provide clear, concise and compelling information</i> in the areas of Academic, Financial and Organizational Performance. The school did not satisfactorily address application components. Responses lack details. Descriptions and/or examples are underdeveloped. The school provided:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Insufficient evidence of increased student achievement or continuous improvement;</li> <li><input type="checkbox"/> Unclear examples and evidence of its financial performance; and</li> <li><input type="checkbox"/> Inadequate evidence that it is organizationally sound.</li> <li><input type="checkbox"/> The school's plans for continued success are unclear and not fully described or developed.</li> </ul>
<b>X</b>	

### Summary Comments:

The mission of Alliance is to provide a safe, student-centered, and academically challenging environment to meet the needs of all students. The school utilizes a democratic governance model that includes all stake-holders in the decision-making process. Restorative Practices have been an important part of the Alliance community, as students and staff provide training within the district and to other community organizations. They describe a safe and supportive educational environment meant to foster a sense of belonging amongst students and staff. Alliance is committed to serving its students and families in a caring, nurturing, and supportive manner through its social emotional practices, restorative practices, community partnerships, and family engagement.

Alliance's educational program is designed around support for its students which include the following: safe learning environment, restorative practices, inquiry-based learning, experiential learning, service learning, and blended learning. Alliance also identified ways in which they achieve a safe environment for the students which include: addressing specific needs of students, full-time support staff, positive student teacher relationships, daily advisories, bullying report forms, honoring student voice and choice, and established community partnerships.

Restorative Practices at Alliance facilitates the creation and sustainment of a safe environment through the teaching and implementation of the program into other disciplines. All staff members are trained in Restorative Practices and the training is led by a designated teacher and supported by students. Over the past five years, the students at Alliance have shared the work in Restorative Practices beyond Alliance which includes visits to Harvard University, Northwestern Pritzker School of Law, and within the Milwaukee and surrounding areas.

Alliance is committed to continuing to focus on the mission of serving students with a variety of needs. The school plans to continue to receive best practices professional development through the district to

support the academic needs of the students. Through the use of credit recovery and project-based learning, they will further be able to support the needs of its student population. Alliance is focused on a school-wide literacy initiative to aide in the improvement of its academic needs.

Alliance continues to demonstrate financial consistency. They are on track for continued accountability and success. Alliance will continue to collaborate with the bookkeeper on accounting practices to ensure continued accuracy and efficiency.

The relationships that Alliance has built with community agencies and organizations help to provide a continuum of services to its students. These connections and many other partnerships create a safety net of resources for students and families.

**School Site Visit**

<b>Met the Standard</b>	<b>Did Not Meet the Standard</b>
<p>Charter school site visit provided excellent further evidence that the school is meeting performance standards.</p> <p><input checked="" type="checkbox"/> School presentations clearly and effectively communicated information from its Application for Renewal.</p> <p><input type="checkbox"/> School sufficiently addressed any issues/concerns raised by the MPS Charter School Contract Review Team members.</p> <p><input checked="" type="checkbox"/> School (if appropriate) provided sufficient supplementary information to further clarify performance results and ratings.</p> <p><input checked="" type="checkbox"/> Samples of student work and classroom visits reflect strongly and positively the school's teaching and learning practices.</p>	<p>Charter school site visit did not provide compelling evidence that the school is meeting performance standards.</p> <p><input type="checkbox"/> School presentations insufficiently communicated information from its Application for Renewal.</p> <p><input checked="" type="checkbox"/> School did not adequately address issues/ concerns raised by the MPS Charter School Contract Review Team members.</p> <p><input type="checkbox"/> School did not provide ample supplementary information to clarify performance results and ratings.</p> <p><input type="checkbox"/> Samples of student work and classroom visits did not necessarily positively reflect the school's teaching and learning practices.</p>
<b>X</b>	

**Summary Comments:**

Alliance provided a thorough and compelling presentation, complimented with support from outside organizations, parents, and students. It is clear that Alliance has impacted the lives of students over the years. As one community member stated, "Alliance is educating our youth, but they are literally saving their lives." Staff and students all spoke of support, compassion, and positive experiences that extend beyond the classroom. Alliance offers a small learning environment that meets the social emotional needs of students.

Alliance has reflected on its data and noted that there are opportunities for academic growth and closing the achievement gap. Alliance is committed to the implementation of high-level and student led instruction, a strong and dedicated staff, and programs that create safe spaces for all students, families, and the community. Alliance is developing systems to address the academic challenges by creating a clear focus on academic data analysis with staff and implementation of data chats with students.

Through the student and parent focus groups, it was evident that Alliance provides a safe space for its students. Students shared how Alliance is a community and a place where you are accepted for who you are and they push you to be your best. Another student stated "it feels nice to be in this place where all of my needs are being met. I'm being respected as a human being, as trans, and for being autistic." The students interviewed had a strong connection with teachers and staff at Alliance. Parents and community partners similarly stated that this school is important for students.

There was evidence through the classroom visits that reflected the safe environment that Alliance is promoting through its mission and vision. The deep commitment of the staff to the students was visible throughout each classroom. Students were engaged in the lessons. It was also evident that there is potential for increased academic achievement given the consistency in the safe and nurturing school environment.

## Charter School Review Team Renewal Recommendation

	<b>Full-Term</b> Term of 5 Years	<p>To be eligible, schools must be in the last year of the contract term and have achieved the following: <b><i>There is a strong and compelling record of evidence that the school met or exceeded the performance standards in the areas of Academic Performance, Financial Performance, and Organizational Performance.</i></b></p> <p><u>Guidelines for Recommending Five-Year Renewal:</u></p> <ul style="list-style-type: none"> <li>• The Team determines that a school primarily merits <i>Met the Standard</i> ratings in the performance areas.</li> <li>• A school that receives mixed ratings may be recommended for a full five-year renewal term if sufficient additional evidence obtained from the school's Application for Renewal and School Site Visit make this a credible recommendation.</li> </ul>
<b>X</b>	<b>Short-Term</b> Term of 3 Years	<p>To be eligible, schools must be in the last year of the contract term and have achieved the following: <b><i>There is a strong and compelling record of evidence that the school met or exceeded a considerable number of the performance standards in the areas of Academic Performance, Financial Performance, and Organizational Performance and/or shows continuous, meaningful improvement toward meeting the performance standards.</i></b></p> <p><u>Guidelines for Recommending Three-Year Renewal:</u></p> <ul style="list-style-type: none"> <li>• The Team determines that a school primarily merits <i>Met the Standard</i> ratings or demonstrates continuous and meaningful improvement in the performance areas.</li> <li>• A school that receives mixed ratings may be recommended for a three-year renewal term if evidence obtained from the school's Application for Renewal and School Site Visit make this a credible recommendation.</li> </ul>
	<b>Non-Renewal / Revocation</b>	<p><b><i>The school does not apply for renewal or the school's academic, financial, and/or organizational performance results do not meet defined standards and are deemed unsatisfactory. This would result in a recommendation for non-renewal/revocation.</i></b></p> <p><u>Guidelines for Recommending Non-Renewal / Revocation:</u></p> <ul style="list-style-type: none"> <li>• The school receives a <i>Did Not Meet the Standard</i> in all three areas of performance.</li> <li>• A school that receives mixed ratings may be recommended for non-renewal/revocation if evidence obtained from the school's Performance Summary, Application for Renewal, and School Site Visit make this a credible recommendation.</li> </ul>

### Summary Comments:

It was evident that systems are in place that reflect the efforts of collaboration among the staff. Alliance is strongly committed to serving students and families in a caring, nurturing, and supportive manner through its social emotional practices, restorative practices, community partnerships, and family engagement. Both students and staff respect the diverse population of learners and embrace the differences of the students. Alliance offers an environment that is safe and respectful as demonstrated by positive teacher-student relationships. Students are given opportunities to experience leadership and show initiative through participation and facilitation of Restorative Practices.

An intentional and unconditional focus on robust and rigorous standards-based instruction, ambitious instruction, and accelerated learning is needed to ensure that all students are equitably prepared for post-secondary opportunities. The addition of community partnerships that support student achievement could be beneficial in addressing students' diverse academic needs as well as providing students with hands-on opportunities that would allow them to explore post high school activities based on their individual and/or collective interests.

Based on the evidence provided in the Charter School Application for Renewal, Performance Summary, Site Visit (which included classroom visits, testimonies from students, staff and parents); along with additional data and artifacts, the Charter School Review Team recommends a three-year renewal of the instrumentality charter school contract with Alliance. This recommendation is based on Alliance's commitment to demonstrate academic growth, an emphasis on social emotional learning and a dedication to cultivating meaningful relationships with students. Alliance has established a

foundation, rooted in restorative practices, which allows for an opportunity to improve academic rigor. Alliance recognizes the need to provide a more academically rigorous experience for students and is committed to working with all stake holders to ensure implementation.

### **MPS Charter School Review Team Members**

Richard Anderson	Contract Law Coordinator
Mickell Daniels	Community Partner
Dr. Tom Durkin	Community Partner
Dr. Patricia Ellis	Interim Director Equity, Access and Inclusion
Lisa Haar	CSS Program Supervisor
Marva Herndon	Milwaukee Board of School Director
Ashley Hughes	Accountant, Department of Finance
Annie Knopp	Research and Assessment
Sequanna Taylor	Milwaukee Board of School Director
Tracy Wozniak	Manager, Specialized Services

Signature: *Bridget Schock* Date: December 14, 2021  
**Bridget Schock, Director, Contracted School Services**